



Canadian  
Transportation  
Agency

Office  
des transports  
du Canada

## **Canadian Transportation Agency**

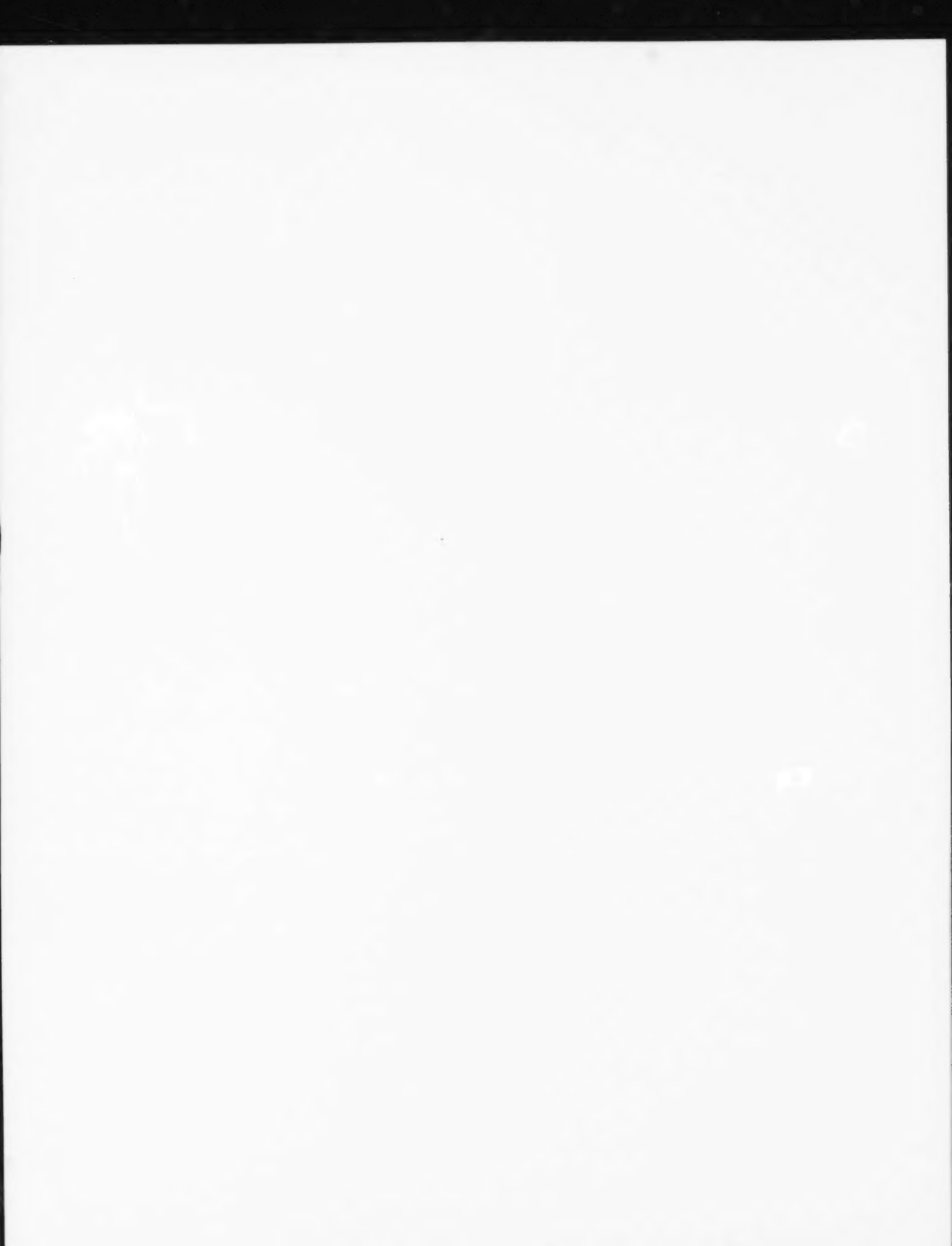
**2008–2009**

### **Report on Plans and Priorities**

---

The Honourable Lawrence Cannon, P.C., M.P.  
Minister of Transport, Infrastructure and Communities

**Canada**



## Table of Contents

SECTION I — OVERVIEW .....	1
1.1 Chairman's Message .....	3
1.2 Management Representation Statement .....	5
1.3 Raison d'être .....	7
1.4 Organizational Information .....	7
1.5 Voted and Statutory Items in Main Estimates .....	9
1.6 Agency Planned Spending and Full-time Equivalents .....	10
1.7 Summary Information .....	11
1.7.1 Financial Resources .....	11
1.7.2 Human Resources .....	11
1.7.3 Agency Priorities .....	11
1.7.4 Program Activity by Strategic Outcome .....	11
1.8 Agency Plans and Priorities .....	12
1.8.1 Operating Environment .....	12
1.8.2 Agency Management Priorities .....	14
1.8.3 Link to the Government of Canada Outcome Areas .....	20
SECTION II — ANALYSIS OF PROGRAM ACTIVITY BY STRATEGIC OUTCOME ...	21
2.1 Analysis by Program Activity .....	23
2.1.1 Program Activity Description .....	24
2.1.2 Human Resources Management Capacity .....	24
2.2 Analysis by Program Priority .....	25
2.2.1 Air Transportation .....	25
2.2.2 Rail Transportation .....	27
2.2.3 Marine Transportation .....	30
2.2.4 Accessible Transportation .....	32
2.3 Key Challenges and Opportunities .....	33
SECTION III — SUPPLEMENTARY INFORMATION .....	35
SECTION IV — OTHER ITEMS OF INTEREST .....	39
4.1 Other Information .....	41
4.1.1 Internal Services .....	41
4.1.2 Annual Reports .....	43
4.1.3 Contacts for Further Information .....	44
4.1.4 Legislation and Regulations Administered .....	45



## **SECTION I — OVERVIEW**



## **1.1 Chairman's Message**

It is my pleasure to present the Canadian Transportation Agency's Report on Plans and Priorities for 2008–2009. As the following pages will attest, the upcoming months will be a period of profound change for the Agency, due to various factors both external and internal to the organization.

Over the past year the Agency has undertaken an extensive internal review process that will culminate in the implementation of a new organizational structure on April 1, 2008. This will mark the first significant change to the Agency's branches and directorates in 15 years.

Two new Agency branches will be created to reflect a redefinition of our primary business functions, namely Dispute Resolution and Industry Regulation and Determinations. The Agency's long-established, specialized modal expertise previously housed in the old Air and Accessible and Rail and Marine branches will be maintained in each of the two new branches.

The revamped structure will enhance the efficiency of the organization and provide greater flexibility to respond to changes and reallocate our resources where they are most needed. We at the Agency are very proud of our expertise in transportation and our long-standing reputation for being fair, transparent and responsive to all of our stakeholders. The changes that will come into effect on April 1 are meant to continue and build upon this tradition of excellence.

In recent years, the Agency has faced numerous workload and resource challenges. Yet the anticipated retirement of one-third of our staff in just a few short years and increasing legislative responsibilities given to us by Parliament mean that the organization's biggest challenges still lie ahead. Clearly we must ensure that we continue to have the right people in the right place doing the right work at the right time.

With a view to maintaining and enhancing its role in the transparent, fair and efficient regulation of the federal transportation system, the Agency has developed a three-year outlook strategy. The overarching objective of the plan is to firmly establish the Agency as a leading tribunal of the Government of Canada. This will be accomplished by focussing on the following five priorities for the organization:

- dispute resolution and economic regulation as key Agency services;
- recruiting, retaining and developing a highly competent workforce;
- enhancing the Agency's internal and external relations to better inform stakeholders and clients on its role, work, priorities and performance;
- achieving a national transportation system that is accessible to all Canadians; and
- implementing initiatives that aim to make the Agency more efficient, innovative and results-oriented.

In the summer of 2007, amendments to the *Canada Transportation Act* gave the Agency a number of new responsibilities in the rail and air transportation fields. As the Agency exists by virtue of this *Act*, our organization is guided in its work by the National Transportation Policy, outlined in section 5 of the *Act*, that essentially defines the spirit of the law. Revisions to this policy declaration place greater emphasis on social outcomes, the environment and, perhaps most importantly for the Agency, collaboration between industry and government as we all work towards a more integrated transportation system.

The Canadian Transportation Agency, in setting its course as an organization for 2008–2009 and beyond, has positioned itself to play a leading role in the achievement of a national transportation system that is efficient and accessible for the benefit of the entire country and all of its citizens.

Geoffrey C. Hare  
Chairman and Chief Executive Officer



## 1.2 Management Representation Statement

I submit for tabling in Parliament the 2008–2009 Report on Plans and Priorities (RPP) for the Canadian Transportation Agency.

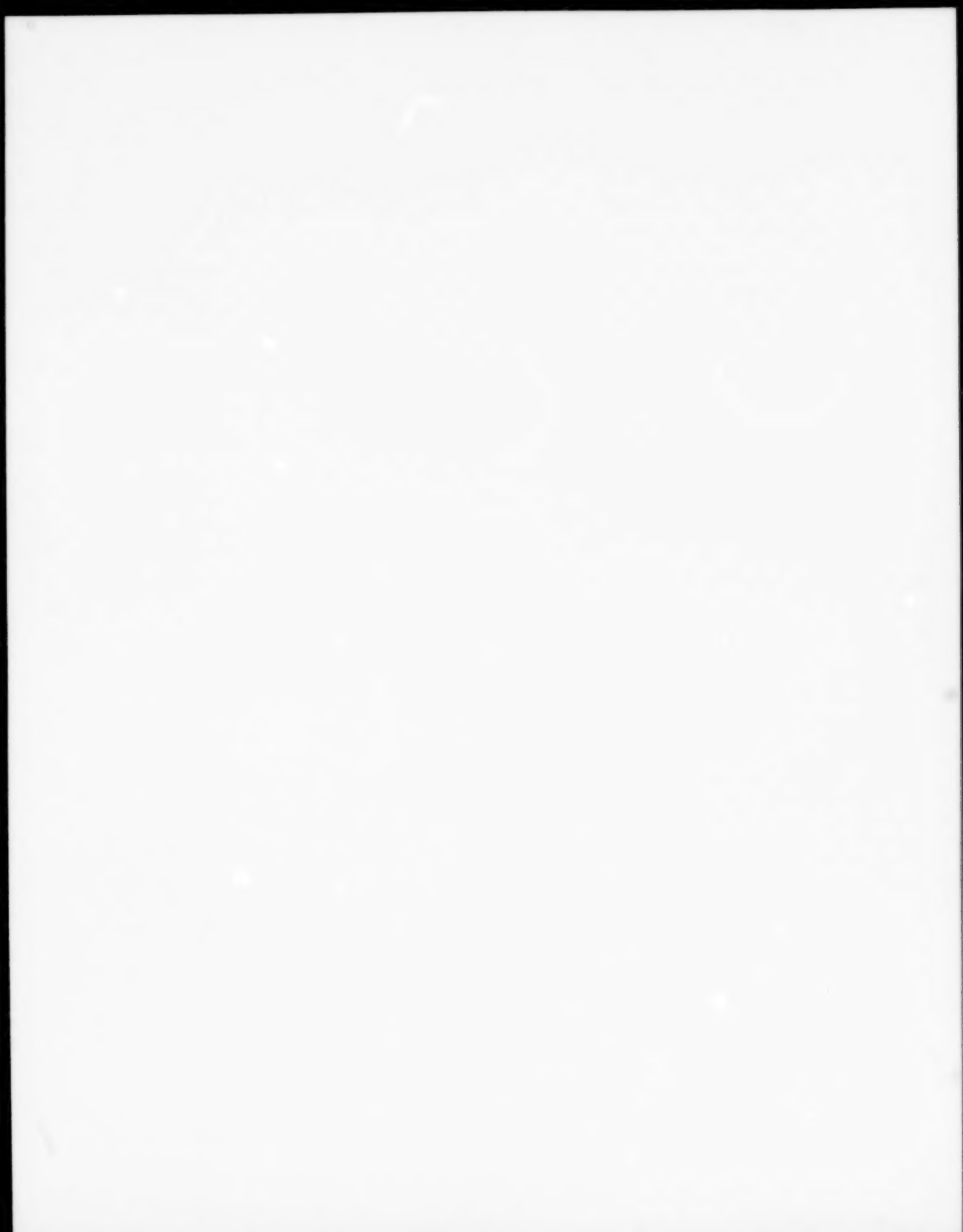
This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008–2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*.

- it adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- it is based on the Agency's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- it presents consistent, comprehensive, balanced, and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to the Agency; and
- it reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

---

Geoffrey C. Hare  
Chairman and Chief Executive Officer

January 30, 2008



### 1.3 Raison d'être

In its administration of federal transportation legislation and government policies, the Canadian Transportation Agency helps create an efficient and accessible federal transportation system for the benefit of Canadians.

The Agency is an independent, quasi-judicial, administrative tribunal that makes decisions on a wide range of matters affecting Canadian federal transportation. It licenses rail and air carriers, and has the authority to resolve certain transportation rate, service and other complaints in the rail, air and marine modes and to make regulations when required. It also has the authority to remove undue obstacles to the mobility of persons with disabilities who use the federal transportation network. In addition, the Agency implements the transportation policy established by Parliament in the *Canada Transportation Act* and other legislation. It is also the aeronautical authority for Canada on matters related to the economic regulation of air carriers.

### 1.4 Organizational Information

The Agency exercises its powers through its members, who are appointed by the Governor in Council (GIC). The GIC may appoint up to five members, of which one shall be designated Chairman and Chief Executive Officer (CEO), and one Vice-Chairman. The Minister of Transport, Infrastructure and Communities can also appoint up to three temporary members.

The Chairman and CEO is accountable for the Agency's single program activity. The Vice-Chairman replaces the Chairman and CEO during his absence. All Agency members are accountable for making quasi-judicial decisions on matters before the Agency.

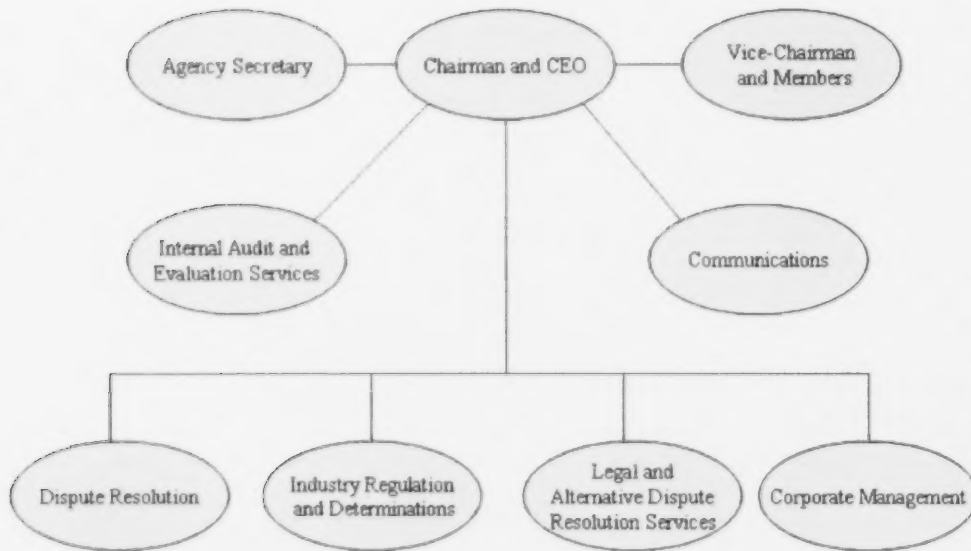
Effective April 1, 2008, the Agency will have a new organizational structure in place. In 2007, senior management mandated a working group to examine various options for organizational renewal, which is critical in attaining optimal business performance. As the current corporate structure has remained virtually unchanged since 1993, it was felt that such a review might identify organizational changes that could help address workload and pending retirement challenges facing the Agency, as well as address the new client-driven demands resulting from the legislated amendments contained in the *Canada Transportation Act* (Bill C-11).

The Agency's new organizational structure will comprise four branches: the Dispute Resolution Branch, the Industry Regulation and Determinations Branch, the Legal and Alternative Dispute Resolution Services Branch, and the Corporate Management Branch. The heads of each branch, as well as Communications, Internal Audit and Evaluation Services, and Secretary, report to the Chairman. The new structure integrates the current modal approach (air, accessible, rail, and marine) within a functional business delivery model and allows the Agency to better deal with future workload and resource challenges. It provides more flexibility to better respond to change and allows resources to be reallocated where needed to better deal with evolving workload

demands. It also creates a better place to work, with greater career opportunities, learning and professional development, more variety in work assignments, and better internal mobility for employees between directorates and branches.

The Agency's headquarters are located in the National Capital Region. Agency personnel working in field offices in six cities across Canada carry out air and accessibility enforcement activities. More information about the role and the structure of the Agency can be found on the Agency's Web site at: [www.cta.gc.ca/about-nous/index\\_e.html](http://www.cta.gc.ca/about-nous/index_e.html).

### CTA Organization Chart



## 1.5 Voted and Statutory Items in Main Estimates

(\$ thousands)			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-2009 Main Estimates	2007-2008 Main Estimates
25	Program expenditures	22,803	22,611
(S)	Contributions to employee benefit plans	3,291	3,444
	<b>Total for the Agency</b>	<b>26,094</b>	26,055

## 1.6 Agency Planned Spending and Full-time Equivalents

<b>(\$ thousands)</b>	<b>Forecast Spending 2007–2008</b>	<b>Planned Spending 2008–2009</b>	<b>Planned Spending 2009–2010</b>	<b>Planned Spending 2010–2011</b>
Economic regulation of the federal transportation system	26,055	<b>26,094</b>	26,094	26,094
Budgetary Main Estimates (gross)	26,055	<b>26,094</b>	26,094	26,094
<b>Total Main Estimates</b>	<b>26,055</b>	<b>26,094</b>	<b>26,094</b>	<b>26,094</b>
<i>Adjustments</i>				
Supplementary Estimates:				
Operating budget carry forward	1,159	<b>0</b>	0	0
Other:				
Treasury Board Vote 15	222	<b>0</b>	0	0
Spending of proceeds from disposal of Surplus Crown assets	9	<b>0</b>	0	0
<i>Total Adjustments</i>	1,390	<b>0</b>	0	0
<b>Total Planned Spending</b>	<b>27,445</b>	<b>26,094</b>	<b>26,094</b>	<b>26,094</b>
Total Planned Spending	27,445	<b>26,094</b>	26,094	26,094
Less: Non-Respendable Revenue	(33)	<b>(46)</b>	(32)	(32)
Plus: Cost of services received without charge	3,228	<b>3,371</b>	3,363	3,364
<b>Total Agency Spending</b>	<b>30,640</b>	<b>29,419</b>	<b>29,425</b>	<b>29,426</b>
<b>Full-time Equivalents</b>	<b>255</b>	<b>251</b>	<b>251</b>	<b>251</b>

## 1.7 Summary Information

### 1.7.1 Financial Resources (\$ thousands)

2008–2009	2009–2010	2010–2011
26,094	26,094	26,094

### 1.7.2 Human Resources (full-time equivalents)

2008–2009	2009–2010	2010–2011
251	251	251

### 1.7.3 Agency Priorities

Name	Type
1. Dispute resolution and economic regulation	New
2. People	New
3. Enhanced internal and external relations	New
4. Accessibility	New
5. Organizational support and responsiveness	New

### 1.7.4 Program Activity by Strategic Outcome

Program Activity	Expected Result	Planned Spending (\$ thousands)			Contributes to the following priority
		2008–2009	2009–2010	2010–2011	
Strategic Outcome: Transparent, fair, and efficient economic regulation of the federal transportation system.					
Economic regulation of the federal transportation system.	Access to a specialized tribunal that is designed to serve the needs of users of, service providers within and others affected by the national transportation system.	26,094	26,094	26,094	The Agency’s single program activity contributes to all priorities and to the attainment of its expected result.

## **1.8 Agency Plans and Priorities**

### **1.8.1 Operating Environment**

The Agency's mission is to administer transportation legislation and government policies to help achieve an efficient and accessible transportation system through education, consultation and essential regulation.

The Agency performs the functions vested in it by the *Canada Transportation Act* and related legislation (refer to section 4.1.4 for a list of legislation and regulations that the Agency administers in whole or in part). It operates within the context of the very large and complex Canadian transportation system (for details, refer to Transport Canada's Web site at [www.tc.gc.ca](http://www.tc.gc.ca)).

As an independent, quasi-judicial tribunal, the Agency makes decisions on a wide range of matters involving federally regulated modes of transportation (air, rail, and marine). Most of the Agency's activities and workload are generated by demand from users and operators of the federal transportation system. The tribunal's decision-making process is governed by its General Rules, entrenching the rules of fairness, which ensure that all parties to a complaint or an application are dealt with fairly and equitably.

Education and consultation are integral to the Agency's effectiveness in carrying out its mandate. The Agency works closely with those who use and provide transportation services in Canada and those outside Canada that are directly affected by these services. The Agency helps travellers, shippers, carriers, municipalities and others to fully understand not only their rights and obligations under the *Canada Transportation Act*, but also the Agency's roles and responsibilities. The Agency consults as widely as possible on issues related to the administration of its legislated mandate that are important to the transportation industry. When appropriate, the Agency encourages parties to resolve disputes informally before issues escalate and affect the efficient functioning of the transportation system. By remaining open and by listening to all affected parties, the Agency strives to ensure that its decisions are both responsive and sound.

The Agency continues to face fundamental workload challenges as a result of growing demands, more complex cases, a limited budget, and anticipated retirements over the next three years. Due to the amendments to the *Canada Transportation Act* (Bill C-11), in June 2007 the Agency received increased responsibilities. The amendments to the *Act* also provide the Agency with the authority to resolve noise and vibration complaints caused by the construction or operation of railways under federal jurisdiction, and decide matters such as compensation for the use of facilities or services when public passenger rail operators cannot negotiate a commercial agreement with a railway. There are expanded provisions on railway line transfers and discontinuances of rail corridors in urban areas that could be used for urban transit purposes. The legislative changes have formally eliminated the Air Travel Complaints Commissioner's position and those complaint resolution functions have now been integrated into the Agency's everyday operations. Amendments also provide for the eventual development by the Agency of regulations to ensure that airline advertising practices are sufficiently transparent to allow



consumers to identify the true cost of an advertised airfare. And finally, of potential longer-term importance with respect to all transportation undertakings, is the addition to the *Act*, to expand a prior more limited role of the Agency related solely to the air industry, of a process for the Minister of Transport to direct the Agency to examine and report on national transportation public interest issues in certain mergers and acquisitions. In addition to these highlighted amendments, there were a significant number of other changes to the *Act*. One example was the empowering of the Agency to make a determination for an adjustment to revenue caps that apply to the regulated movements of Western grain to better reflect the actual costs for hopper car maintenance.

With the elimination of the Air Travel Complaints Commissioner's position, Transport Canada began phasing out funding for the program over a three-year time horizon as part of its commitment to Expenditure Review. However, the Agency retained the mandate for the program and beginning in 2005–2006 began absorbing the funding reduction of \$2,645,000. The Agency anticipates managing air travel complaints and the workload related to the Agency's other legislated and administrative responsibilities, assuming current budget levels are maintained over the next three years.

A key change for the Agency is the official entrenchment in the *Canada Transportation Act* of its mediation services. Where possible, the Agency offers mediation as an alternative to its formal process for resolving disputes and issues. This less formal method is more simple, rapid, less litigious and less costly to the parties than the Agency's traditional formal hearing process. In addition, the Agency uses informal facilitation to resolve disputes. In facilitation and mediation, Agency staff work with the disputing parties to develop solutions and produce collaborative outcomes resulting in better understanding between the parties and agreements that inspire high levels of satisfaction and commitment. The Agency has moved quickly to create a new and distinct Alternative Dispute Resolution Services unit as part of the organizational renewal.

The Agency contributes to improving access to the federal transportation system for all Canadians. As Canada's population ages and the incidence of disability increases, the demand for accessible transportation will be even greater. The *Canada Transportation Act* includes a role for the Agency regarding the accessibility of the federal transportation network. The Agency is committed to ensuring the transportation network is accessible without undue obstacles to the mobility of persons, including persons with disabilities.

The Agency strives to be an innovative, knowledge-based organization, enabling it to effectively deal with the challenges of a changing environment and allowing it to be more responsive to Canadians and national economic objectives. To this end, in order for the Agency to be a well-managed organization that anticipates and responds effectively to change, it needs a more proactive and integrated approach to planning. Multi-year strategic planning is used to help the Agency better focus its efforts, ensure that the organization and its staff work toward the same goals, and assess and adjust the organization's direction in response to a changing environment. The Strategic Plan for 2008–2011 provides a multi-year framework for decision-making on resource allocation and actions that will shape and guide the Agency's vision, actions, and purpose with a focus on the future.

The Agency is one of many players involved in transportation. It maintains close ties with various co-delivery partners including Transport Canada, Foreign Affairs and International Trade Canada, the Canada Border Services Agency, the Canadian Human Rights Commission, the Canadian Air Transport Security Authority, and a number of provincial governments. For details on these relationships, refer to the Agency's Web site at [www.cta.gc.ca/about-nous/partners\\_e.html](http://www.cta.gc.ca/about-nous/partners_e.html).

### **1.8.2 Agency Management Priorities**

The overarching strategic priority for the Agency is to continue to be a leading Canadian tribunal. The Agency strives to be highly respected as a quasi-judicial tribunal in Canada through its commitment to strong leadership, a clear vision, and dedication to excellence. The Agency's expertise, performance and use of model practices will ensure its continued role as a leading tribunal.

To demonstrate its leadership, the Agency will set and achieve high-quality standards that are meaningful both externally and internally. The Agency exchanges information with other successful tribunals on best practices and lessons learned to identify benchmarks against which to measure its performance and to focus on developing its practices. A key element is to foster and develop relationships with stakeholders and clients, the general public, other government departments, and other tribunals. Internally, the Agency will continue to look at innovative ways to improve and streamline its processes to ensure high-quality, timely and effective decision-making processes.

The Agency's priorities for the 2008–2011 period are:

1. Effective dispute resolution and economic regulation
2. Focussing on people as its greatest asset
3. Enhanced internal and external relations through clear and timely communications
4. Accessible transportation network without undue obstacles to the mobility of persons
5. Organizational support and responsiveness through superior business management practices

All five priorities directly contribute to the Agency's mandate, the key element of which is to make sound decisions within the time frames established in the legislation on issues and disputes affecting the transportation system and on matters specified in the legislation under the Agency's responsibility.

## **Priority 1: Dispute Resolution and Economic Regulation**

In its role as a quasi-judicial tribunal, the Agency provides dispute resolution and economic regulatory processes that are effective, responsive, fair, and transparent, and consider the interests of all parties in the national transportation system in a balanced manner. The objectives are to:

- improve the responsiveness and effectiveness with which disputes are resolved;
- promote alternative dispute resolution (ADR); and
- continue to focus on the timely issuance of the regulatory authorities required by transportation service providers.

Dispute resolution and economic regulation are two of the Agency's key services. A number of factors influence the responsiveness and effectiveness of dispute resolution and timely issuance of regulatory authorities. Because complaints and applications for economic authorities such as licences and permits are client-driven, there is a significant degree of uncertainty in predicting the magnitude and timing of workload demands. The timeliness and completeness of applications can also lead to delays resulting in ineffective use of resources.

Despite the lack of control in determining the magnitude and timing of the cases, the Agency has opportunities for improving workload management. With the new organizational structure, dispute resolution and regulatory authorities are grouped for all modes of transportation providing more flexibility for responding to change and reallocating resources to alleviate workload pressures. The new structure also ensures more consistency in the dispute resolution process and timely issuance of regulatory authorities. In addition, through clearer communication, stakeholders have a better understanding of their role in and the importance of meeting deadlines and supplying complete information, resulting in a more timely dispute resolution process. To improve its responsiveness, the Agency is implementing a simplified decision format and procedures that streamline the decision-making process.

Formal dispute resolution can be a resource-intensive process for all involved (e.g., complainants, transportation providers and the Agency); hence, the Agency promotes ADR whenever possible when circumstances permit. ADR requires fewer resources, tends to be more timely, and allows the Agency to address and contribute efforts required to better manage the number of disputes that must be handled via the formal route. The Agency has established an ADR unit to promote alternative dispute resolution, and to ensure there is adequate capacity to meet the growing requirements. It also benefits parties by giving them an opportunity to come to a resolution on their own terms, as opposed to the formal dispute resolution in which the Agency issues a decision. The potential exists for increasing the use of ADR by effectively communicating its past success. However, it is recognized that ADR is not possible in all circumstances and that formal dispute resolution will continue to be used in cases where ADR efforts are not successful or appropriate.

The key actions the Agency will take in pursuing this priority are to:

- improve the timeliness of decisions by simplifying the case management and decision-making process;
- allocate resources to create a permanently staffed ADR directorate to meet the increasing demand for facilitation, mediation and arbitration; and
- document, review, and harmonize processes across the Agency, and apply them consistently to ensure they are effective and efficient.

### **Priority 2: People**

The demographic of the workforce of the public service and the Agency have created significant challenges. The anticipated retirement of one-third of key Agency staff in the next three years risks the loss of corporate knowledge and expertise. The Agency must focus on recruiting, retaining and developing highly competent staff with the right capabilities to ensure there is a transfer of knowledge and expertise to adequately support the Agency's mandate. To this end, the objectives are to:

- attract and retain a diverse workforce of skilled and motivated people;
- promote flexibility and ensure that corporate knowledge and expertise are preserved in the Agency;
- foster a working environment where people can achieve their potential and meet current and future challenges; and
- enhance employee development.

The Agency recognizes that in order to attract and retain highly skilled individuals, it must provide a working environment that fosters innovation and creativity and creates opportunities for development. Employees are the greatest asset of any organization, and within the current competitive market the Agency will continue to implement initiatives to demonstrate its commitment to being a workplace of choice.

Knowledge transfer is of particular concern. The Agency will build on key initiatives, such as a management development program, continuous learning, succession planning and in-house language training, and will continue to ensure that qualified individuals develop technical and managerial skills to guarantee that knowledge and expertise remain within the Agency.

The key actions the Agency will take in pursuing this priority are to:

- conduct a gap analysis to determine areas where the Agency is most vulnerable to the loss of corporate knowledge and, based on the analysis, identify corporate knowledge transfer requirements;
- develop and implement formal and informal plans for the transfer of knowledge;
- implement external recruitment strategies;
- use generic competencies and developmental assignments, and create pools of candidates;

- assess the implementation of the new organizational structure on a regular basis to ensure a smooth transition and address any need for adjustments; and
- demonstrate a commitment to employees' enrichment through individual training plans based on the core competencies required to perform their tasks and matched by in-house, external or individual training opportunities.

### **Priority 3: Enhanced Internal and External Relations**

In providing its services, the Agency will provide clear and timely communications and continue working collaboratively with clients and stakeholders to achieve its mission. In order to address this new priority, the following objectives have been established:

- consult with clients and stakeholders to seek their input on ways to improve Agency processes;
- clearly communicate the Agency's role, objectives, priorities, and processes;
- introduce innovations enabling the Agency to better respond to client and stakeholder needs in fulfilling its responsibilities; and
- address broad and systemic issues related to the administration of the Agency's responsibilities through regular interactions, dialogue and formal consultations with clients and stakeholders.

The Agency has identified the need to enhance communication with stakeholders and clients in order to achieve productive and mutually beneficial relationships. Open and responsive communication is critical and is a key component to successfully enhancing internal and external relations. To this end, the Agency is committed to adopting a coherent and co-ordinated approach to external outreach with stakeholders and its various interested parties in order to ensure a unified presence that promotes common themes and messages. Client and stakeholder outreach will be achieved through consistent and timely dissemination of information through mechanisms such as the Agency's Web site and targeted information bulletins.

To facilitate an open dialogue with clients and stakeholders, the Agency will institute regular consultations or roundtable meetings that provide a forum for meaningful discussion to address broad and systemic issues and to have a better understanding of developments in the industry. In addition, client satisfaction surveys will provide performance information to drive the Agency's service delivery improvement where the interests and opinions of clients and stakeholders are instrumental in defining expectations, setting priorities and establishing service standards.

The key actions the Agency will take in pursuing this priority are to:

- develop a program to measure and determine client satisfaction;
- implement performance measurements to better inform clients and stakeholders (Parliamentarians and all Canadians);
- develop and implement mechanisms for ongoing dialogue with clients and stakeholders;
- complete the development and publishing of service standards; and
- undertake major enhancements to the internet site to provide more timely information of interest to clients and stakeholders.



#### **Priority 4: Accessible Transportation**

The Agency has a legislative mandate to remove undue obstacles to the mobility of persons, including persons with disabilities. The Agency achieves its mandate through:

- resolving disputes between persons with disabilities and transportation service providers regarding the accessibility of the federal transportation network;
- developing, promulgating, monitoring, and enforcing regulations, codes of practice, and standards concerning the level of accessibility in modes of transportation in the federal transportation network; and
- communicating with the transportation industry and the community to advance the objectives that all modes of transportation in the federal transportation network are accessible to persons with disabilities.

The issues raised in accessibility disputes can be highly complex and systemic in nature, affecting broad groups of persons with disabilities and involving multiple service providers. Some of the complex issues brought before the Agency in recent years involve the accessibility of newly purchased passenger rail cars, fares and charges for additional seating required by persons with disabilities, the use of medical oxygen on board aircraft by persons with disabilities, and allergies in the context of air travel.

To resolve issues with systemic characteristics, the Agency usually conducts public hearings — the most efficient process for gathering and testing the evidence. However, the significant time and resources required to hear these cases adversely impact the ability to process other cases. Since they have proven to be more timely and cost-effective, as a general practice, the Agency promotes the use of informal means to resolve disputes. Service providers and persons with disabilities continue to provide positive feedback to these informal methods for resolving accessibility issues.

The Supreme Court of Canada, which recently considered the accessible transportation provisions in the *Canada Transportation Act* in its decision in the case of *Council of Canadians with Disabilities v. VIA Rail Canada Inc.*, 2007 SCC 15, confirmed that these provisions constitute human rights legislation. As a result, the Agency is to apply the same human rights principles found in other human rights legislation, such as the *Canadian Human Rights Act*, and the jurisprudence that develops thereunder. More specifically, the Supreme Court has clarified the test that should be applied by the Agency in its investigation of accessibility cases and service providers are now required to meet a specific test of undue hardship in the assessment of whether reasonable accommodation has been provided to persons with disabilities. As the undue hardship test places a reverse burden of proof on service providers, their response to the new test — as reflected in their arguments made in reply to alleged undue obstacles — may have an impact on the time and resources required by the Agency in the processing of accessibility complaints for both individuals and where specific systemic issues are identified. Federal regulations, codes of practice, and other standards set out requirements and expectations for accommodating the needs of persons with disabilities, and disputes regarding accessibility of the federal transportation system provide an indicator of the level of compliance of service providers. In June 2007 the Agency issued the Passenger Terminal Accessibility Code. With this

new Code, the Agency has now put into place regulations and standards covering equipment and services in all modes of travel provided by carriers and terminal operators. Accordingly, the Agency will develop and implement a comprehensive and integrated monitoring and compliance methodology to build on its existing monitoring activities. This will be supported by the Agency's extensive outreach program, which consists of ongoing dialogue with industry and the community of persons with disabilities in which key issues are identified and all parties are educated about their rights and responsibilities regarding accessibility of the federal transportation network.

The key actions the Agency will take in pursuing this priority are to:

- improve the effectiveness and responsiveness of the resolution of accessibility disputes by increasing the use of mediation and facilitation, improving the timeliness to render Agency decisions, and clearly communicating the responsibilities of parties vis-à-vis the new undue hardship test;
- develop and implement a comprehensive and integrated monitoring and compliance methodology covering regulations, codes of practice, and other standards to identify incidents of non-compliance in accessibility and to facilitate compliance in a manner that is timely and achievable; and
- communicate with service providers to identify gaps in compliance and possible approaches to effecting compliance that meet the accommodation needs of persons with disabilities while considering the commercial and operational concerns of service providers.

#### **Priority 5: Organizational Support and Responsiveness**

For an organization to respond well to change, management must be effective and forward-looking — and some essential conditions must be in place to provide strategic direction and support the delivery of high quality services and results. These conditions include a culture of innovation, measuring performance as a guide for change, a capacity to anticipate and adjust to change, internal coherence, corporate discipline, and alignment of available resources to outcomes. In addition, accountability for results must be clearly assigned and consistent with resources. In order to be a well-managed, innovative organization that anticipates and responds effectively to change, the Agency has established the following objectives:

- continue to improve governance and management processes to strengthen organizational capacity and ensure clear accountability for results;
- demonstrate commitment to ongoing improvements; and
- employ innovation and creativity within an integrated risk management framework.

The new organizational structure provides the Agency with an opportunity to review and analyze various processes, to implement improvements, and to streamline processes where possible, all of which leads to a more effective allocation of resources and helps the Agency deliver upon all of its priorities. It is anticipated that it will take 12 to 24 months to fully embed and achieve the expected results following the implementation of the new organizational structure.

The Agency has adopted a multi-year approach to planning and has prepared a three-year Strategic Plan. Multi-year strategic planning will address the challenges faced by the Agency in delivering its mandate and achieving its mission through process efficiency, ensuring better forecasting of resource requirements and the realignment of resources to match priorities and workload consistent with this plan.

A fully implemented performance measurement framework will track how closely objectives are being met, support better management, decision making and robust reporting and demonstrate what results are being achieved at what cost (value for money). The Management Accountability Framework (MAF) is another component that reinforces sound management in the public service by providing public service managers with a comprehensive and integrated model for management and for management improvement. As well, the internal auditor provides management with objective assessments about the design and operation of management practices, control systems and information, in keeping with modern comptrollership principles, and contributes directly to effective risk management, sound resource stewardship and good governance.

The Agency will increase its involvement in small agency networks in order to identify best practices and lessons learned, determine the potential impacts of situations experienced by other agencies, and assist in implementing an early response plan. However, the key challenges in addressing this priority within the current operating environment are implementing the new organizational structure and working with central agencies to provide meaningful performance information.

The key actions the Agency will take in pursuing this priority are to:

- continue to implement, evaluate, streamline and adjust processes as necessary to ensure that the management of resources is in alignment with the new organizational structure;
- effectively manage resources by adopting appropriate risk management practices and proactive budget processes in developing multi-year business plans;
- work toward the full implementation and use of the performance measurement information to support achievement of its priorities and outcomes; and
- continue to monitor and improve management practices following MAF assessments.

### **1.8.3 Link to the Government of Canada Outcome Areas**

The Agency's strategic outcome and program activity are directly aligned with the broader Government of Canada outcome of "a fair and secure marketplace". The regulatory programs implemented by the Agency resolve economic issues, remove transportation barriers and protect the rights of consumers, carriers and others. These programs also help to improve the overall quality of life in Canada, as an efficient and accessible transportation system benefits all Canadians.



**SECTION II — ANALYSIS OF PROGRAM ACTIVITY BY  
STRATEGIC OUTCOME**



## 2.1 Analysis by Program Activity

### Detailed Analysis by Program Activity

The Canadian Transportation Agency's program activity architecture is simple. The Agency pursues **one strategic outcome**:

- Transparent, fair and efficient economic regulation of the federal transportation system.

Performance Indicator	Target	Date to Achieve Target
Feedback from users of, service providers within and others affected by the national transportation system on perceived transparency, fairness, and efficiency of the decision-making process.	Design survey.	2008–2009
	Conduct benchmark surveys and set targets.	2009–2010
	Conduct subsequent survey.	2010–2011
Percentage of discretionary rulings overturned by the Federal Court of Appeal on basis of procedural fairness.	0%	April 2008
Percentage of cases resolved within prescribed time limits.	<b>Disputes resolved formally:</b> 65% resolved within 120 days. <b>Determinations:</b> 95% issued within 120 days. <b>Licences:</b> 85% issued within 14 days.	April 2011
	<b>Charter permits:</b> 92% issued within 30 days. <b>Mediation:</b> 100% completed within 30 days (when no extension request).	April 2008

The architecture contains **one program activity**:

- The economic regulation of the federal transportation system.

Expected Result	Performance Indicator	Target
Measures of satisfaction with Agency services related to serving the needs of users of, service providers within and others affected by the national transportation system.	Design survey	2008–2009
	Conduct benchmark surveys and set targets	2009–2010
	Conduct subsequent survey	2010–2011

### 2.1.1 Program Activity Description

The Canadian Transportation Agency manages the economic regulation of air, rail and marine transportation through the administration of laws, regulations, voluntary codes of practice and educational and outreach programs and through the resolution of disputes. As an independent quasi-judicial administrative tribunal reporting to the Parliament of Canada through the Minister of Transport, Infrastructure and Communities, the Canadian Transportation Agency makes decisions on a wide range of matters affecting Canadian transportation.

All decisions on matters before the Agency, whether they relate to air, rail, marine, or accessible transportation matters, are made by Agency members appointed by the Governor in Council.

The Agency's single program activity is divided into four program sub-activities:

- air transportation;
- rail transportation;
- marine transportation; and
- accessible transportation.

### 2.1.2 Human Resources Management Capacity

In delivering on its mandate, the Agency faces two major challenges in the coming years in relation to human resources management. The first of these challenges is to implement the new organizational structure to address evolving workload and resource challenges, while the second relates to succession planning to deal with pending retirements and to improve internal mobility. The Agency is addressing these challenges as management priorities, and a more detailed description of plans to address these issues is described in Section I.

In general, the Agency has implemented a comprehensive, integrated human resource planning framework that focuses on corporate priorities in human resources management and reflects a philosophy of strategic staffing and recruitment. As part of this framework, a three-year strategic human resources plan, and a succession plan, are being implemented.

## 2.2 Analysis by Program Priority

### 2.2.1 Air Transportation

#### Financial Resources (\$ thousands)

	2008–2009	2009–2010	2010–2011
Planned Spending	8,012	8,012	8,012

#### Human Resources (full-time equivalents)

	2008–2009	2009–2010	2010–2011
Planned	83	83	83

#### Description

Under air transportation, the Agency:

- licenses air carriers that provide domestic or international publicly available air transportation services to and from Canada to ensure that carriers hold adequate liability insurance, a valid Canadian aviation document, and other licensing requirements specified in the *Canada Transportation Act*, and that Canadian carriers are owned and controlled by Canadian citizens;
- administers a permit system for international charter operations to ensure the protection of advance payments received by airlines in respect of international passenger charter flights originating in Canada;
- administers an enforcement program (through periodical inspections and investigations on alleged violations) to ensure ongoing compliance with the provisions of the *Canada Transportation Act*, the *Air Transportation Regulations* and the *Personnel Training for the Assistance of Persons with Disabilities Regulations*, as they apply to publicly available air carriers and other transportation service providers;
- resolves complaints related to the carriers' application of tariff provisions (particularly the terms and conditions of transport) and to prices applied by carriers to non-competitive routes within Canada in order to ensure that air carriers licensed to operate in Canada meet the legislative requirements in place to protect Canadians;
- helps to negotiate and implement international air transport agreements and to administer international air tariffs to ensure that bilateral agreements are implemented fairly, while balancing the interests of all parties;
- rules on appeals of new or revised air navigational charges imposed by NAV CANADA to ensure that principles used to establish them are in compliance with the legislation; and
- acts as the aeronautical authority for Canada on matters related to the economic regulation of air carriers.

<b>Expected Results</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Date to Achieve Target</b>
Regulatory authorities required to operate publicly available air services are issued on a timely basis upon meeting the regulatory requirements.	Percentage of licences and charter permits issued prior to specified timelines.	92% of charter permits issued within 30 days  85% of licences issued within 14 days	April 2008  April 2011
Compliance with the <i>Canada Transportation Act</i> and its attendant regulations by licensees and by persons subject to the Personnel Training Regulations.	Percentage of inspections in which full compliance was identified.	100% compliance with the requirements to hold a valid licence, insurance and Air Operator Certificate. 85% compliance with all other requirements of the <i>Act</i> and regulations.	April 2008
The Agency efficiently resolves complaints on air services, weighing the evidence submitted by the parties in a fair and reasonable manner.	Percentage of disputes resolved formally within 120 days.	70%	April 2011

In meeting the needs of a highly operational industry where timely and predictable delivery of services is necessary to be competitive and meet client expectations, the Agency will continue its focus on the timely issuance of regulatory authorities required by carriers to conduct their air transportation services. Changes to the Agency's Web site and information provided to carriers, as well as further changes to internal processes, will assist the Agency in meeting its performance targets.

As part of the Agency's activities to ensure compliance by carriers with the legislation and regulations, Agency staff is awaiting the granting of authority to make new regulations to require carriers to post their international terms and conditions of carriage on Internet sites used by the carrier to sell its service.

The Agency will monitor and track its performance in resolving air transportation disputes, as well as implement further changes to its procedures, to assist in meeting its performance targets. Many complaints before the Agency are resolved informally and efforts will continue in this regard, as the use of facilitation and mediation results in a more timely and efficient resolution of issues.

### 2.2.2 Rail Transportation

#### Financial Resources (\$ thousands)

	2008-2009	2009-2010	2010-2011
Planned Spending	5,615	5,615	5,615

#### Human Resources (full-time equivalents)

	2008-2009	2009-2010	2010-2011
Planned	51	51	51

#### Description

Under rail transportation, the Agency:

- resolves disputes between shippers and rail carriers on various issues, such as interswitching, competitive or single-line rates, joint rates, running rights, joint track usage, and level of service to ensure that shippers have access to alternative railways, adequate level of service, and reasonable rates;
- resolves disputes between railway companies and municipalities, road authorities, landowners, and others to ensure a balance between parties;
- makes an independent and fair assessment of the annual revenue caps for CN and CP for the movement of Western grain to ensure the railway companies have not exceeded their revenue entitlement;
- issues rail certificates of fitness to federally regulated rail carriers to ensure that they hold adequate liability insurance; and
- assesses the environmental, operational, social, and other impacts of proposed railway construction projects, and orders corrective measures as required to ensure the requirements of the *Canadian Environmental Assessment Act* and the interests of localities affected by the proposed lines are taken into account.

<b>Expected Results</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Date to Achieve Target</b>
The Agency efficiently balances the interests of shippers, farmers, landowners, road authorities, utility companies, all levels of government, and railway companies in a commercially fair and reasonable manner.	Percentage of disputes resolved formally within 120 days.	75%	April 2011
Environmental, economic, and social impacts of railway construction projects, railway lines, and yards are mitigated.	Percentage compliance with prescribed mitigation conditions as determined on follow-up.	100%	April 2008

The Agency has a new mandate from Parliament to resolve complaints concerning noise and vibrations that may emanate from the construction or operation of a railway by a Canadian railway company. As Canadian railways operate 24 hours a day, seven days a week, coast-to-coast through most major municipalities and countless smaller towns and villages, they affect the lives of a significant portion of the Canadian population. Therefore the potential for complaints about unreasonable noise and vibration is considerable and the Agency must prepare itself to address the volume and complexity of such complaints. Agency decisions on these matters will have significant impact upon the lives of thousands of Canadians as well as the day-to-day operations of the Canadian railway industry.

The Agency is conducting extensive consultations with railways, municipalities, environmental experts, and other interested parties. The purpose of the consultations is to develop and issue prescribed guidelines on measures that parties in conflict will have to undertake to resolve their issue prior to a complaint to the Agency, and to develop criteria the Agency will consider in making any decision concerning complaints. Any such guidelines will encourage the use of the Agency's proven ability and now legislated mandate to mediate matters prior to formal adjudication.

The Agency must also address the potentially significant resource implications of this new mandate. Based on a preliminary analysis of anticipated volume, it is expected that the Agency will be requested to resolve 60 to 70 cases over the next three years. To do so, the Agency is examining the feasibility of re-allocating existing dispute resolution resources, of restructuring to consolidate related competencies and expertise, of adding additional resources where required, and of recruiting additional environmental and engineering expertise. The Agency will absorb this additional mandate within its current budget resources.



A review of processes and procedures will also be undertaken. These will be amended and adapted as necessary in order to resolve conflicts that account for the complexities involved in balancing the service obligations of a major Canadian industry with the well-being of Canadian citizens. The Agency expects to be operating with new guidelines, appropriate resource allocation, and amended procedures by the end of 2008-2009.

Canada will be replacing current Canadian Generally Accepted Accounting Principles (GAAP) with International Financial Reporting Standards (IFRS) for publicly accountable enterprises. The conversion is expected to be effective as of January 1, 2011 and could have a significant impact on the Agency's Uniform Classification of Accounts (UCA) which is based on current GAAP. The UCA, established by the Agency, is used by railway companies to classify their accounting and operating expenses, revenues and other statistics. The Agency will be monitoring this transition and the impact on the UCA. The Agency will update the UCA in 2008-2009 and intends to review it biennially.

CN and CP plans indicate 1,300 miles of railway lines are intended for discontinuance over the next three years. When a railway company decides to discontinue operations of a railway line, it advertises the availability of the line for continued operation and its intention to discontinue the line. The interested parties are free to negotiate an acceptable sale price and any party to the negotiation for transfer of a line can request that the Agency set the Net Salvage Value (NSV) of the line for continued operation. If the line is not transferred to an interested party for continued operation, the railway company then offers to transfer all of its interest in the railway line to all levels of government and urban transit authorities at a price that is not more than the NSV. In the past, governments who agreed to acquire the line were bound to the acquisition, but could negotiate the price. If an agreement on the price could not be reached, either party could apply to the Agency for an NSV determination. The amendments to the *Canada Transportation Act* made by the enactment of Bill C-11 now allows governments and urban transit authorities to apply to the Agency for an NSV determination prior to accepting the railway company's offer to acquire the railway line. As a result of these factors, the number of NSV determinations brought before the Agency is expected to increase in 2008-2009 and future years.

### 2.2.3 Marine Transportation

#### Financial Resources (\$ thousands)

	2008–2009	2009–2010	2010–2011
Planned Spending	871	871	871

#### Human Resources (full-time equivalents)

	2008–2009	2009–2010	2010–2011
Planned	8	8	8

#### Description

Under marine transportation, the Agency:

- determines if Canadian ships are available to operate commercial services proposed to be provided by foreign ships in Canadian waters, to ensure that no foreign ships will be allowed to operate commercial services in Canadian waters if a suitable Canadian ship is available to carry out the services;
- issues rulings on objections to proposed pilotage charges to determine whether the pilotage authority has based its fees to continue operations on a self-sustaining financial basis, and whether the proposed user charges are fair, reasonable and in the public interest;
- resolves complaints regarding user fees charged by Canadian port authorities and the St. Lawrence Seaway Management Corporation, and determines if they are unjustly discriminatory; and
- resolves complaints pertaining to shipping conference agreements, or actions by a member of a cartel of shipping lines that substantially reduce competition and result in an unreasonable increase in price or a reduction in service.

<b>Expected Results</b>	<b>Performance Indicator</b>	<b>Target</b>	<b>Date to Achieve Target</b>
The Agency efficiently determines that pilotage charges are in the public interest and that port fees and seaway tolls are not unjustly discriminatory.	Percentage of disputes resolved formally within 120 days.	70%	April 2008
The Agency efficiently protects the interests of operators of Canadian registered ships while allowing access to foreign ships when suitable Canadian registered ships are not available.	Percentage of applications processed prior to the specified deadline.	95% prior to commencement date when no offers are made. 80% issued within 90 days when offer is made.	April 2008 (no offers)  April 2011 (with offers)

Disputes related to pilotage charges, port fees, shipping conferences, and seaway tolls will continue to be processed in an efficient manner so that Agency rulings can be issued within legislative time frames, while respecting natural justice, so that all parties are treated in a fair and equitable manner. The Agency has had significant success with mediation services and it will continue to advise parties of the availability of mediation services as an alternative to the formal dispute resolution process.

The Agency will also continue to process coasting trade applications in an efficient manner so that Agency rulings can be issued prior to the commencement of a proposed activity when no offers of suitable Canadian vessels are made (this applies to the vast majority of coasting trade applications). The Agency is assessing the feasibility of establishing an internet-based notification system to improve the timeliness of information provided to Canadian vessel operators on potential business opportunities and to reduce Agency staff resource efforts required to support this activity.

#### 2.2.4 Accessible Transportation

##### Financial Resources (\$ thousands)

	2008-2009	2009-2010	2010-2011
Planned Spending	2,171	2,171	2,171

##### Human Resources (full-time equivalents)

	2008-2009	2009-2010	2010-2011
Planned	19	19	19

##### Description

Under accessible transportation, the Agency:

- resolves complaints and orders remedial actions as required;
- promulgates regulations, and develops codes of practice and standards concerning the level of accessibility in modes of transportation under federal jurisdiction;
- monitors and assesses industry compliance with accessibility regulations and adherence with its Codes of Practice; and
- communicates with the transportation industry and the community to ensure that all modes of federal transportation are accessible to persons with disabilities by removing undue obstacles to their mobility, and to increase awareness about industry and consumer rights and obligations.

Expected Results	Performance Indicator	Target *	Date to Achieve Target
The Agency efficiently resolves complaints about obstacles to the mobility of persons with disabilities, weighing the interests of persons with disabilities with those of the industry in assessing whether the obstacle is undue.	Percentage of disputes resolved formally within 120 days.	50%	April 2011

\* This target reflects the nature of accessibility complaints, which often involve multiple parties and unrepresented applicants, and which often raise novel and complex issues, some of which necessitate the filing of expert evidence and the holding of public hearings.

Consistent with the Agency's ongoing efforts to promote alternative dispute resolution, the Agency will continue to modify its *Accessibility Complaint Guide*, Web site and other written communication to emphasize facilitation and mediation.

To identify gaps in levels of accessibility and to explore practical means of addressing these gaps, the Agency will educate and disseminate information to persons with disabilities and to transportation service providers concerning their rights and obligations regarding accessible transportation. The Agency will continue to facilitate compliance with accessibility regulations and standards by transportation service providers through information seminars, exhibits at trade shows, ongoing informal dialogue and a meeting with the Agency's Accessibility Advisory Committee in 2008–2009.

In order to increase efficiency and effectiveness of its monitoring and compliance activities, and to monitor and enhance compliance with its accessible transportation regulations and standards, the Agency will develop and implement a comprehensive and integrated monitoring and compliance methodology and related tools. In the interim, the Agency will continue its existing monitoring activities and will work with industry to enhance compliance levels by providing practical advice and guidance, such as sample multiple-format policies as set out in the Communications Code of Practice, which came into effect in June 2007.

The Agency will also continue to review and improve processes and monitor performance against targeted standards.

### **2.3 Key Challenges and Opportunities**

The upcoming year will be characterized by a number of significant challenges for the Agency:

- absorbing workload demands resulting from new responsibilities received through the *Canada Transportation Act* (Bill C-11);
- applying the undue hardship test in order to determine whether reasonable accommodation has been provided to a person with a disability;
- implementing and assessing the impacts of the new organizational structure;
- actualizing an ADR directorate to meet demands for facilitation, mediation and arbitration;
- improving the responsiveness and effectiveness with which disputes are resolved;
- continuing to focus on the timely issuance of regulatory authorities required by transportation service providers;
- addressing broad and systemic issues related to the administration of the Agency's mandate through regular interactions and dialogue with stakeholders; and
- adopting a multi-year strategic planning process to ensure the Agency and its staff work toward the same goals, and to assess and adjust the organization's direction in response to a changing environment.



### **SECTION III — SUPPLEMENTARY INFORMATION**





**Table 1: Agency Link to the Government of Canada Outcomes**

<b>Strategic Outcome:</b> Transparent, fair, and efficient economic regulation of the federal transportation system.				
	<b>Planned Spending</b>			<b>Alignment to Government of Canada Outcome Area</b>
	<b>2008–2009</b>	<b>2009–2010</b>	<b>2010–2011</b>	
Economic regulation of the federal transportation system	26,094	26,094	26,094	A fair and secure marketplace

The following electronic tables can be found on the Treasury Board Secretariat's Web site at [http://www.tbs-sct.gc.ca/est-pre/20082009/p3a\\_e.asp](http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp):

Services Received Without Charge  
Sources of Respendable and Non-respendable Revenue  
Resource Requirement by Branch or Sector  
Internal Audit



#### **SECTION IV — OTHER ITEMS OF INTEREST**



## **4.1 Other Information**

### **4.1.1 Internal Services**

Internal Services refers to the corporate functions that support the delivery of the Agency's plans and priorities. At the Agency, internal services represents approximately 36% of the total employees. They work together with the programs.

The Internal Services program activity is delivered through eleven program sub-activities:

<b>Financial Resources (\$ thousands)</b>	<b>2008–2009</b>
Financial Management Services	1,114
Internal Audit and Evaluation Services	319
Supply Chain Management Services	208
Facilities / Asset Management Services	162
Human Resources Management Services	1,274
Public Affairs / Communication Services	946
Information Management	932
Information Technology	2,180
Management and Oversight Services	804
Legal Services	320
Other Support Delivery Services	1,221
<b>Total</b>	<b>9,480</b>

<b>Human Resources (number of FTEs)</b>	<b>2008–2009</b>
Financial Management Services	13
Internal Audit and Evaluation Services	2
Supply Chain Management Services	2
Facilities / Asset Management Services	3
Human Resources Management Services	14
Public Affairs / Communication Services	9
Information Management	10
Information Technology	15
Management and Oversight Services	7
Legal Services	3
Other Support Delivery Services	13
<b>Total</b>	<b>91</b>

**Financial Management** develops, maintains, and implements integrated systems, policies, procedures, services, strategic planning, and internal audit for the effective acquisition and stewardship of financial and material resources.

**Internal Audit** provides annual holistic opinions on the effectiveness and adequacy of risk management, control, and governance processes and reports on individual risk-based audits.

**Evaluation services** provides evidence-based assessments of the relevance and effectiveness of selected Agency programs to inform decision-making on expenditure management and program improvements.

**Supply Chain Management** provides procurement and telecommunication services.

**Facilities / Asset Management** provides facilities, asset management and physical security services.

**Human Resources** provides effective and timely human resources services and advice to managers, employees, and unions and, working with those stakeholders, leads the Agency's transition to human resources modernization.

**Public Affairs / Communications** provides advice and support as an integral part of the Agency's planning and overall operations and is responsible for providing internal and external strategies, activities, and products in order to effectively meet the information needs of Canadians. It does so by providing a wide range of stakeholders with timely, accurate, clear, and complete information about the Agency policies, programs, services, and initiatives according to requirements of the Government of Canada Communications Policy.

**Information Management** provides mail and records services, access to information services, a corporate library, and coordinates implementation of Central Agency initiatives relating to information management.

**Information Technology** provides computer network hardware, software and support; system development; and information technologies security and planning.

**Management and Oversight** supports the overall strategic direction setting of the Agency.

**Legal Services** provides legal advice and counsel.

**Other Support Delivery** provides editing, translation and quality control services for Agency proceedings; issues and maintains decisions and orders of the Agency; provides registrar services; and co-ordinates ministerial correspondence.

#### **4.1.2 Annual Reports**

Annual reports for 1997 to 2006 (covering each calendar year) are available on the Agency's Web site at [www.cta.gc.ca](http://www.cta.gc.ca).

#### 4.1.3 Contacts for Further Information

Postal address: Canadian Transportation Agency  
Ottawa, Ontario, Canada K1A 0N9

Web site: [www.cta.gc.ca](http://www.cta.gc.ca)

Performance Area	Contact Name	Title	Telephone Number and E-Mail Address
Legal And Alternative Dispute Resolution Services	Claude Jacques	General Counsel and ADR Service Executive	(819) 997-9323 <a href="mailto:claud.jacques@cta-otc.gc.ca">claud.jacques@cta-otc.gc.ca</a>
Dispute Resolution	Joan MacDonald	Director General	(819) 953-5074 <a href="mailto:joan.macdonald@cta-otc.gc.ca">joan.macdonald@cta-otc.gc.ca</a>
Industry Regulation and Determinations	Carole Girard	Senior Director	(819) 997-8761 <a href="mailto:carole.girard@cta-otc.gc.ca">carole.girard@cta-otc.gc.ca</a>
Corporate Management	Arun Thangaraj	Director General	(819) 997-6764 <a href="mailto:arun.thangaraj@cta-otc.gc.ca">arun.thangaraj@cta-otc.gc.ca</a>
Finance, Administration and Planning	Michel LeBlanc	Director	(819) 953-2829 <a href="mailto:michel.leblanc@cta-otc.gc.ca">michel.leblanc@cta-otc.gc.ca</a>
Communications	Jacqueline Bannister	Director	(819) 953-7666 <a href="mailto:jacqueline.bannister@cta-otc.gc.ca">jacqueline.bannister@cta-otc.gc.ca</a>



#### 4.1.4 Legislation and Regulations Administered

The Agency has primary responsibility for the following Act:

<i>Canada Transportation Act</i> . . . . .	<i>S.C. 1996, c. 10, as amended</i>
--	-------------------------------------

The Agency shares responsibility for the following Acts:

<i>Access to Information Act</i> . . . . .	<i>R.S. 1985, c. A-1</i>
<i>Canada Marine Act</i> . . . . .	<i>S.C. 1998, c. 10</i>
<i>Canadian Environmental Assessment Act</i> . . . . .	<i>S.C. 1992, c. 37</i>
<i>Civil Air Navigation Services Commercialization Act</i> . . .	<i>S.C. 1996, c. 20</i>
<i>Coasting Trade Act</i> . . . . .	<i>S.C. 1992, c. 31</i>
<i>Energy Supplies Emergency Act</i> . . . . .	<i>R.S. 1985, c. E-9</i>
<i>Financial Administration Act</i> . . . . .	<i>R.S. 1985, c. F-11</i>
<i>Official Languages Act</i> . . . . .	<i>R.S. 1985, c. 31 (4th Supp.)</i>
<i>Pilotage Act</i> . . . . .	<i>R.S. 1985, c. P-14</i>
<i>Privacy Act</i> . . . . .	<i>R.S. 1985, c. P-21</i>
<i>Public Service Modernization Act</i> . . . . .	<i>S.C. 2003, c. 22</i>
<i>Railway Relocation and Crossing Act</i> . . . . .	<i>R.S. 1985, c. R-4</i>
<i>Railway Safety Act</i> . . . . .	<i>R.S. 1985, c. 32 (4th Supp.)</i>
<i>Shipping Conferences Exemption Act, 1987</i> . . . . .	<i>R.S. 1985, c. 17 (3rd Supp.)</i>

**The Agency has sole responsibility for the following regulations and other statutory instruments:**

*Air Transportation Regulations*

*Canadian Transportation Agency Designated Provisions Regulations*

*Canadian Transportation Agency General Rules*

*Personnel Training for the Assistance of Persons with Disabilities Regulations*

*Railway Costing Regulations*

*Railway Interswitching Regulations*

*Railway Third Party Liability Insurance Coverage Regulations*

*Railway Traffic and Passenger Tariffs Regulations*

*Railway Traffic Liability Regulations*

*Uniform Classification of Accounts and Related Railway Records*

**The Agency shares responsibility for the following regulations:**

*Carriers and Transportation and Grain Handling Undertakings Information Regulations*

*Railway Company Pay Out of Excess Revenue for the movement of Grain Regulations*

*The Jacques-Cartier and Champlain Bridges Inc. Regulations*

*The Seaway International Bridge Corporation, Ltd. Regulations*

These Acts and Regulations are available in the "Legislation" section of the Agency's Web site at [www.cta.gc.ca/legislation/index\\_e.html](http://www.cta.gc.ca/legislation/index_e.html).